United Nations TD/B/61/9

United Nations Conference on Trade and Development

Distr.: General
25 July 2014

Original: English

Trade and Development Board
Sixty-first session
Geneva, 15–26 September 2014
Item 12 (a) of the agenda
Follow-up to the Joint Inspection Unit report and the agreed conclusions of the twenty-sixth special session of the Trade and Development Board on 6 July 2012

Building a stronger UNCTAD

Note by the UNCTAD secretariat

Executive summary

The Conference at its thirteenth session in Doha (UNCTAD XIII) decided that the annual sessions of the Trade and Development Board would consider and evaluate the progress of the implementation of decisions on the Joint Inspection Unit report and take action, as appropriate. At its sixtieth session, the Board considered a progress report and requested the secretariat to continue to enhance the management and administration of UNCTAD through the implementation of the workplan and, based on the deliberations under the relevant agenda item, requested a comprehensive progress report on the implementation to be presented at its sixty-first session.

The present report first outlines further progress made in the implementation of the workplan, which contains seven fundamental areas that were identified by the Board as requiring strengthening. The report then outlines the additional initiatives of the Secretary-General of UNCTAD for building a stronger organization, in line with his stated commitment to UNCTAD member States.

The report shows that progress has been made against the agreed workplan, particularly in enhancing outreach and communications and in enhancing the internal and external coordination of activities. Improved dissemination of evaluation products is contributing to learning relating to, inter alia, better project design, management and implementation. Work on mainstreaming results-based management is ongoing, and the Secretary-General is closely steering progress on this front. In this regard, the report presents several initiatives, being launched by the Secretary-General, aimed at strengthening the organization with a view to delivering better results. The initiatives seek to promote better internal accountability and re-energize the organization, as well as strengthen the resonance of UNCTAD's work.

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At celebrations in 2014 to mark the fiftieth anniversary of UNCTAD, the Secretary-General noted that the organization had evolved over the past 50 years in tandem with its member States and stated that UNCTAD was "committed to maintaining this spirit of adaptability and responsiveness". The UNCTAD secretariat thus remains dedicated to continually enhancing the way it conducts its work and is confident that its actions are contributing towards a stronger, more impactful UNCTAD.

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I. Introduction

1. The Conference at its thirteenth session in Doha (UNCTAD XIII) decided that the annual sessions of the Trade and Development Board would consider and evaluate the progress of the implementation of decisions on the Joint Inspection Unit report and take action, as appropriate. The Trade and Development Board at its fifty-ninth session considered a workplan for enhancing the management and administration of UNCTAD, which was developed in accordance with the agreed conclusions of the twenty-sixth special session of the Trade and Development Board on 6 July 2012. At the fifty-ninth session, the Board requested the secretariat to enhance the management and administration of UNCTAD through the implementation of the workplan presented at the session, as contained in document TD/B/59/CRP.2, and based on the deliberations of the Board. The Board also requested a comprehensive progress report on implementation at its sixtieth session in September 2013. At its sixtieth session, the Trade and Development Board considered the progress report and requested the secretariat to continue to enhance the management and administration of UNCTAD through the implementation of the workplan and, based on the deliberations under the relevant agenda item, requested a comprehensive progress report on the implementation to be presented at its sixty-first session. The purpose of the present report is to inform on the further implementation of the workplan for enhancing the management and administration of UNCTAD and outline several initiatives, being launched by the Secretary-General of UNCTAD, aimed at strengthening the organization with a view to delivering better results.

2. In preparation for implementation of the workplan from the sixtieth session of the Board in September 2013, the secretariat took note of the feedback from member States on the various initiatives the secretariat was undertaking. Furthermore, in 2013 the incoming UNCTAD Secretary-General made a commitment to ensure that the UNCTAD secretariat was efficient, effective, accountable and focused and that it delivered with impact, in particular at the national level. To this end, since that time the secretariat has conducted several discussions and consultations that have led to the identification of initiatives aimed at strengthening the organization, while at the same time ensuring that progress continued to be made against the activities identified in the original workplan for enhancing the management and administration of UNCTAD.

3. The present report first outlines further progress made in the implementation of the workplan, which contains seven fundamental areas that were identified by the Board as requiring strengthening, including an integrated results-based management framework, enhancing outreach and communications, including with the Geneva-based missions, and enhanced internal and external coordination of activities, including through improved processes and procedures. The report then outlines the additional initiatives of the Secretary-General of UNCTAD for building a stronger organization, in line with his stated commitment to UNCTAD member States.

II. Building a stronger UNCTAD: The fundamentals

A. An integrated results-based management framework

4. In the workplan, the secretariat undertook to reinforce its efforts on results-based management through the preparation of a document outlining an improved and better integrated results-based management framework, followed by its operationalization. A results-based management manual for technical cooperation, focused on the design of UNCTAD projects and the use of extrabudgetary resources, has been developed. In addition, training based on the manual has been conducted, and the UNCTAD Project

Review Committee was tasked with ensuring compliance of all new project documents with a results-based approach.

5. A results-based management framework for UNCTAD was mapped out and issued in April 2013 that sets out the building blocks for a more integrated results-based management approach for the UNCTAD secretariat. The preparation of the 2016–2017 biennial programme plan for UNCTAD in the last quarter of 2013 was the first formal opportunity for the secretariat to introduce revisions, as appropriate, to the logical frameworks for UNCTAD subprogrammes to improve their results orientation. The revised logical framework for subprogramme 5 in particular aims at a more meaningful definition of the results towards which the subprogramme can realistically contribute, and thus allows for better alignment of this management tool with the work of the subprogramme. The UNCTAD Biennial Programme Plan for the period 2016–2017 was revised and approved by the Working Party in December 2013. In June 2014, the Committee for Programme and Coordination of the United Nations completed its review and the Committee has submitted its recommendations for endorsement by the General Assembly.

6. With regard to technical cooperation, the secretariat has initiated a procedure that ensures that all project proposals containing new logical frameworks are reviewed and cleared for the evaluability of such logical frameworks, in line with the UNCTAD Evaluation Policy. Training workshops for project managers on results-based management are being organized to strengthen the results-based management approach for technical cooperation projects.

7. Ongoing and future steps towards implementation of the results-based management framework are elaborated in chapter III of this report.

B. Enhanced monitoring and evaluation capacity

8. In 2013, UNCTAD began implementing a set of measures to enhance the delivery of its monitoring and evaluation functions. The measures include ensuring the systematic evaluation of each component of the UNCTAD programme of work, thus ensuring due oversight of the programmes, while enabling learning on how well the measures are working and what results they have yielded. Work continues on developing a set of guidelines to operationalize the UNCTAD Evaluation Policy, and steps have been taken to improve the dissemination of evaluation reports to member States and other interested parties, as well as the dissemination of learning from these reports internally, in accordance with results-based management principles.

9. Since 2013, the annual evaluation plan of the secretariat has included an external evaluation of an UNCTAD subprogramme that is considered by the Working Party. Each subprogramme evaluation is intended to provide learning about the performance of the subprogramme in relation to its mandates and to make recommendations, aimed at enhancing the achievement of measureable results from the implementation of its programme of work, that could also be considered in conjunction with drafting of the UNCTAD Biennial Programme Plan for the subsequent strategic planning cycle, in line with results-based management principles.

10. Improved dissemination of evaluation reports has been under way with continuous updating of the dedicated webpages on evaluation on the UNCTAD website as new reports become available. Furthermore, at the sessions of the Working Party on technical cooperation, member States are presented with a report that contains an overview of key findings, conclusions and recommendations from external evaluations that were conducted

in the previous year.[1] The report also contains a section on lessons learned that emerged from the evaluations, which aims at promoting the key points relating to enhancements that can be considered relating to, inter alia, project design, management and implementation.

11. Progress on developing a set of guidelines to better operationalize the UNCTAD Evaluation Policy is under way. A new series of briefs prepared by the Evaluation and Monitoring Unit has been developed that serves three aims: to operationalize the UNCTAD Evaluation Policy; to promote a better understanding of evaluation and self-assessment practices and processes; and to support self-assessments. Topics covered within the series include promoting the use of evaluation findings and lessons learned, an introduction to the theory of change and gender considerations in evaluations (and the implications for programme/project planning).

12. In a review of the evaluation capacity and practices of every entity in the United Nations Secretariat,[2] the Office of Internal Oversight Services concluded that UNCTAD had all the components and practices in place for the conduct of credible and reliable evaluation. The UNCTAD secretariat will build upon the learning from this recent assessment and seek to further develop the functions as appropriate, including strengthening organization-wide capacities for self-assessment to ensure that the evidence base needed to inform evaluations is available and robust.

C. Enhancing outreach and communications, including with Geneva-based missions

13. In the workplan, the secretariat undertook to continue its enhancements of outreach and communications in accordance with the UNCTAD communications strategy that was approved by the Trade and Development Board in 2009, on which progress has already been made in a number of areas. Progress in strengthening outreach and communications has been reviewed annually at the spring session of the Working Party. At the sixty-seventh session of the Working Party in March 2014, the secretariat reported that it could demonstrate visible improvements in the implementation of the communications strategy and that it had received encouraging feedback regarding improvements in its communications with member States. At the close of the meeting, member States welcomed the continued progress made in the implementation of the communications strategy and the publications policy.

14. As member States considered a detailed report prepared by the secretariat at that time, the present report will only elaborate on a few points on this subject. The points relate to (a) improving communications and outreach to member States based in Geneva and other key constituents; (b) enhancing the web presence of UNCTAD; and (c) improved dissemination and outreach to maximize the impact of UNCTAD work, in particular research outputs.

15. Since the new UNCTAD Secretary-General joined the organization in September 2013, in an effort to deepen relations with member States through the permanent missions to the United Nations Office at Geneva, he has met with regional groups, held almost 90 one-on-one meetings with ambassadors and launched breakfast meetings with mixed groups of 10 permanent representatives for an informal exchange of views. In addition to

[1] For example, overviews of evaluations of UNCTAD activities, as contained in documents TD/B/WP/254 and TD/B/WP/263, were presented at the sixty-fifth and the sixty-eighth sessions of the Working Party on the Strategic Framework and Programme Budget, respectively.

[2] See the report by the Office of Internal Oversight Services from 2013, on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (A/68/70).

official notifications of meetings, publications and other activities of UNCTAD, the secretariat organized an induction course for new delegates and introduced the new *UNCTAD Guide for Incoming Delegates*, intended as a useful complement for the course while also serving as a handy reference for delegates during the course of their work at UNCTAD. Furthermore, the secretariat held various briefings on forthcoming intergovernmental meetings. The Delegates Portal was launched in December 2012, with additional features and information added in 2013. A weekly bulletin, "What's new", is also sent electronically to communicate information on recent and forthcoming UNCTAD activities, including new publications and provides updates on meetings and events in which the Secretary-General has participated.

16. The communications strategy emphasizes the need to increase the involvement of civil society in UNCTAD activities through enhanced participation in meetings and seminars and through the exchange of information by electronic means. The strategy attaches particular importance to engaging civil society from the South and advocates for the creation of partnerships to foster dialogue on key issues identified by UNCTAD. UNCTAD has reached out to civil society through the following means:

(a) Civil society organization e-alerts are biweekly e-mails highlighting the latest news, research and publications from UNCTAD, with information on events of interest to civil society. E-alerts are sent to over 2,500 subscribers.

(b) Civil society input to the intergovernmental process is facilitated by ensuring the participation of civil society organizations in the meetings of the Board. Several experts from civil society participated as panellists in debates and meetings during the year.

(c) Informal exchanges were held with the Secretary-General and selected representatives of key civil society organizations and networks active in trade and development. Participants reiterated their continuing support for the organization and their intention to remain closely engaged in the implementation of its mandates.

17. UNCTAD continues to seek ways to strengthen its outreach to civil society organizations within existing resources. Implementation of some recommendations contained in the communications strategy, for instance, in order to promote further outreach to civil society in the South and to enable expanded multilingual communications, is subject to the availability of resources.

18. The secretariat engages with the private sector in all aspects of its work. Companies and business associations contribute to surveys for data collection and policy analysis. High-level private sector representatives were also invited to participate in UNCTAD intergovernmental meetings, programme events and advisory bodies. In some cases, the private sector contributes expert advice and funding for technical assistance projects. Recent examples of such cooperation include UNCTAD work on trade and gender in Angola, work on information and communications technologies and the Sustainable Stock Exchanges Initiative, which aims at exploring how exchanges can work together with investors, regulators and companies to enhance corporate transparency – and, ultimately, performance – on environmental, social and corporate governance issues and how they can encourage responsible long-term approaches to investment. Additional collaborations will continue to be explored.

19. To strategically engage researchers and academics in debate and advocacy, UNCTAD economists give lectures and presentations on topics related to its research outputs, and eminent academics are invited to participate in UNCTAD intergovernmental meetings and events. Furthermore, the UNCTAD Virtual Institute supports the teaching and research of trade and development issues at universities and research institutes in developing countries and in countries with economies in transition. In the 10 years since its founding, the Virtual Institute has grown into a true global academic network encompassing 101 universities and research centres in 52 countries. During this time, the Virtual Institute

witnessed the launch of new masters programmes in 9 countries and contributed to the development and/or upgrade of courses at universities in 13 other countries. Virtual Institute teaching materials have been used to teach at least 33,000 students in 29 countries. The programme has distributed 21,700 UNCTAD trade-related publications to the libraries of member institutions since 2007 and provided training to more than 1,300 students through its 48 study tours. In addition, 1,037 academics from 40 countries have gained new skills and knowledge through 41 Virtual Institute workshops and online courses, which have also generated 16 mentored research projects from researchers in 15 countries. The network has also nurtured 61 budding researchers from 19 countries through Virtual Institute fellowships at UNCTAD.

20. With regard to enhancing the web presence of UNCTAD, activities in 2013 saw the improved provision of user-friendly and timely information to dedicated target audiences and the development of online tools and technical improvements to the organization's website architecture and search facilities. A number of previously external, stand-alone websites were integrated into the main site. As a result, their content may now be retrieved through the integrated site search. The new web platform has allowed UNCTAD to develop more dedicated interactive conference websites. This facilitates the provision of information, documentation and registration for major events. Examples are the Global Services Forum 2013, the UNCTAD Public Symposium 2013 and the thirtieth anniversary of the Intergovernmental Working Group of Experts on International Standards of Accounting and Reporting. In view of these improvements, the Working Party in March 2014 welcomed the "notable improvements to the UNCTAD website".

21. An overview of website visitor data for 2012–2014 is displayed in table 1. It is encouraging that the data show that, for each corresponding month across 2013 and 2014, visitor numbers have increased.

Table 1
Number of website visits

Month	*Old website (2012)*	*New website, unctad.org (2012)*	*Unctad.org (2013)*	*Unctad.org (2014)*
January	138 772	-	107 537	110 682
February	156 319	-	106 787	115 400
March	98 632	83 720	131 968	140 219
April	30 251	100 584	135 156	141 275
May	41 840	88 121	133 370	135 300
June	35 893	67 648	114 296	119 626
July	23 769	73 236	97 148	-
August	19 292	66 474	86 055	-
September	21 415	88 300	119 237	-
October	25 765	106 990	129 264	-
November	23 256	118 112	132 526	-
December	15 638	120 520	106 897	-
Total	**630 842**	**913 705**	**1 400 241**	**762 502**

Note: The new unctad.org website, launched on 15 March 2012, subsequently ran in parallel with the old website to enable website visitors to adapt to the new content architecture. Data for 2014 reflect the figures available at the time of the preparation of the present document.

22. The secretariat and the UNCTAD Secretary-General have had an active social media presence since 2013. UNCTAD has recorded a marked increase in the following of its Twitter and Facebook accounts. The number of followers of the organization (@UNCTAD) on Twitter quadrupled from 8,000 in December 2012, to over 32,000 in June 2014. Table 2 provides an overview of the number of Twitter followers of a sample of Geneva-based United Nations organizations.

Table 2
Overview of the number of Twitter followers of a sample of Geneva-based United Nations organizations
(As of June 2014)

	Twitter followers
UNCTAD	32 400
International Trade Centre	4 011
World Intellectual Property Organization	17 100
Economic Commission for Europe of the United Nations	18 100
United Nations Research Institute for Social Development	21 700
International Telecommunication Union	30 000
International Labour Organization	34 400

23. Efforts by the secretariat related to website enhancements and social media presence are ongoing to ensure that these positive trends continue.

24. On publications, the secretariat reported in March 2014 that a tailor-made dissemination strategy is developed for each publication or launch event. Press launches are organized simultaneously in different countries and regions, and media campaigns include radio and television broadcasts and presentations at a wide variety of academic and other institutions. The secretariat has enhanced the availability of e-publications and is monitoring feedback on such publications, in particular the flagship reports. Monitoring includes tracking the number of press citations and downloads of its publications. Some positive results can already be identified following such efforts. For instance, there was a 30 per cent increase in the number of downloads of the *Review of Maritime Transport 2013* compared to the 2012 version of the report for the same corresponding period. UNCTAD has also actively pursued co-publishing as a means of expanding the dissemination of its publications and reaching new audiences. There were good examples of producing joint products in cooperation with governmental agencies and international organizations (German Agency for International Cooperation, International Labour Organization, Organization for Economic Cooperation and Development, United Nations Development Programme, United Nations Educational, Scientific and Cultural Organization and World Trade Organization).

25. The UNCTAD secretariat continues to work closely with the Division of Conference Management of the United Nations Office at Geneva to ensure that the translation of publications, especially flagship reports, is made within a reasonable time. Since the sixty-seventh session of the Working Party in March 2014 that considered this subject, following which member States requested the secretariat to continue to work with the United Nations Office at Geneva to ensure that documents and publications were translated and delivered on time, the secretariat has conducted several discussions with the Office on this and related matters. However, at this time, it appears that the resource constraints of the translation services of the Department for General Assembly and Conference Management of the United Nations Secretariat, and new arrangements for the processing of publications in Geneva and other duty stations, continue to impede progress on this front. The emphasis of the new arrangements has been on, among other things, increasing the number of electronic

publications and a reduction in the number of publications that are translated. While the UNCTAD secretariat is trying to ensure that the budget cuts faced by the Department for the biennium 2014–2015 do not affect the UNCTAD publications programme for the current biennium, the secretariat faces pressure to reflect these changes in the 2016–2017 programme. The secretariat is making its best efforts to safeguard the need to maintain translation of its publications as a means of reaching its target audiences in the various regions. The UNCTAD Secretary-General and the Deputy Secretary-General both discussed these issues with the Under-Secretary-General and Assistant Secretary-General of the Department at a meeting earlier this year, who expressed their willingness to work flexibly with UNCTAD to address the matter. The secretariat will continue to monitor the situation closely.

D. Enhanced internal and external coordination of activities

26. On internal coordination, there have been monthly meetings of the Publications Committee, which have focused to date on ensuring coordination and coherence of the main reports of 2014, in addition to identifying synergies. The Secretary-General chaired the first meeting of the Committee, and the regular meetings have been led by the Deputy Secretary-General. In addition, monthly directors meetings have been ensuring coherence of cross-cutting deliverables, such as preparations for the celebration of the fiftieth anniversary of UNCTAD, the sessions of the Trade and Development Board and UNCTAD contributions to the post-2015 discussions.

27. One of the priorities of the Secretary-General has been to foster closer engagement with UNCTAD staff. Towards this end, he initiated a number of informal mechanisms to foster an open and personal exchange of views where staff, either on a one-to-one basis or in small groups, have the opportunity to launch ideas and provide candid feedback. A new UNCTAD intranet launched on 13 June 2014 will also go some way towards enhancing internal processes for the way the secretariat conducts its work, in addition to improving internal communications and coordination. The new intranet is based on the Sharepoint platform, which will facilitate the creation of virtual groups and communities, enabling staff to engage in discussions with subject matter experts and to find answers. It will also expedite the creation of a single location for teams to organize content, share ideas and collaborate with colleagues in real time.

28. During the biennium 2012–2013, UNCTAD continued to collaborate with United Nations system organizations to ensure policy coherence in the management of economic and social activities of the United Nations. UNCTAD also collaborated with financial institutions, the Organization for Economic Cooperation and Development, Asia–Pacific Economic Cooperation, Governments and non-governmental organizations to strengthen the impact of its work in the areas of consensus-building and research and policy analysis, in particular through advocating the messages based on its research or the results of collective research with development partners.

29. The secretariat has established and met targets for an increase in the number of joint activities that it delivers within a biennium. A total of 54 joint outputs were completed during the last biennium, covering all areas of the five UNCTAD subprogrammes. For instance, UNCTAD worked with the Department of Economic and Social Affairs and United Nations regional commissions to publish the World Economic Situation and Prospects reports for 2012 and 2013 and collaborated with the Organization for Economic Cooperation and Development on reports on trade and investment measures of the Group of 20. UNCTAD also worked with the International Monetary Fund and the World Bank on a Group of 20 report on the macroeconomic impacts of excessive commodity price volatility on growth and on the identification of policy options. A memorandum of understanding has been signed to cement the UNCTAD–International Trade Centre partnership on trade

facilitation, which aims at developing a joint programme of work to assist developing countries in the implementation of the recent Agreement on Trade Facilitation of the World Trade Organization. The secretariat also continues to look into further collaborations with other Geneva-based organizations such as the World Trade Organization, World Intellectual Property Organization and International Labour Organization.

30. By leading the United Nations Inter-Agency Cluster on Trade and Productive Capacity, the UNCTAD secretariat made continued efforts to implement system-wide coherence at the country level and to contribute towards ensuring non-duplication, efficiency and greater development impact, in particular for technical assistance activities. In 2013, the Inter-Agency Cluster was involved in more than 30 country-level joint programmes. UNCTAD believes the development impact of the joint programmes will be much wider and deeper than the impact achieved by the operations of single entities. The Inter-Agency Cluster also participated in regional initiatives in Africa, the Arab States, Asia and Europe and the Commonwealth of Independent States. These inter-agency coordinated operations resulted in better alignment with national priorities, inclusive partnerships with national stakeholders and mutual accountability. The role of UNCTAD as coordinator of the Inter-Agency Cluster also allows for inter-agency resource mobilization initiatives in the area of trade and productive capacity, insofar as donors stand ready to finance multi-donor and multiagency operations.

E. Equitable geographic and gender representation, and transparent and effective human resources management

31. In the area of human resources, the secretariat remains fully compliant with all applicable United Nations rules and procedures on staff selection. The secretariat noted in its workplan that according to applicable General Assembly resolutions, the paramount consideration in the recruitment and selection of staff is securing the highest standard of efficiency, competence and integrity; and gender and geographic considerations are given due regard from among the pool of suitably qualified candidates. Following further analysis of the subject, one of the constraints to improving gender and geographic representation stemmed from the lack of an adequately diverse pool of qualified applicants. The secretariat undertook to implement remedial actions within its purview such as, for example, broader efforts in reaching out to professional networks, academia and member States to enlarge the pool of qualified applicants to UNCTAD posts and also increased efforts to draw on a wider geographical pool for consultancies.

32. The secretariat has undertaken several initiatives to improve outreach as a means of achieving a more equitable geographic and gender balance among both staff and consultants. For instance, since December 2012, efforts have been made to improve communications with member States on vacancies in the UNCTAD secretariat by sending out regular e-mails announcing current vacancies in the secretariat to the permanent missions in Geneva and posting such announcements on the Delegates Portal. The secretariat has also been establishing contacts with regional commissions and other regional organizations, as well as professional networks, to ask for assistance in identifying potential candidates, and the selective use of international media continues to be explored. New gender focal points were appointed in January 2014 and their role was strengthened through better definition of functions and responsibilities.

33. As a further step to enhancing the transparency and effectiveness of the secretariat's human resources management, the new UNCTAD career webpage was launched on 1 May 2013. The UNCTAD career webpage was redesigned in a more functional and user-friendly way so as to improve information-sharing with member States, as requested during the fifty-ninth session of the Trade and Development Board held in September 2012 and

reflected in the workplan. The webpage is available in both English and French on the UNCTAD website.

34. To enhance transparency vis-à-vis member States, UNCTAD continued providing information on key human resources indicators, including UNCTAD's staffing situation, progress in improving geographical and gender balance, information on the representation of member States and statistics on the applications received for UNCTAD posts at the November/December sessions of the Working Party. The secretariat continues to monitor the situation. Further progress can be made on these fronts through other possible measures that are being explored.

F. An effective fundraising strategy

35. In the workplan, the secretariat noted that an effective fundraising strategy was fully in line with the Secretary-General's efforts to strengthen UNCTAD and undertook to develop a draft fundraising strategy for consideration.

36. The draft UNCTAD fundraising strategy was circulated as a non-paper to member States on 22 March 2013. The document indicates principles and objectives for UNCTAD fundraising and aims at providing the basis for the development of a consistent, coherent and efficient fundraising strategy. The main objectives as spelled out in the document are as follows: ensure efficiency in the management and delivery of technical cooperation; strengthen support from traditional donors; broaden the donor base; improve awareness and outreach; and strengthened inter-agency cooperation for joint fundraising through United Nations system-wide coherence.

37. At its sixtieth session, held in September 2013, the Trade and Development Board took note of the draft UNCTAD fundraising strategy for technical cooperation, recognized its importance and looked forward to its further consideration and improvement in a formal setting to ensure that fundraising efforts led to the necessary levels of resources to meet the increasing demand for technical cooperation. At the sixty-seventh session of the Working Party, member States further considered the draft UNCTAD fundraising strategy. The outcome of the discussions at the sixty-seventh session of the Working Party was that the regional coordinators would meet to agree on a set of common goals and principles for the draft fundraising strategy. It was agreed that the proposals to be prepared by the regional coordinators would be presented for consideration at the sixty-eighth session of the Working Party in September 2014.

38. The secretariat stands ready to continue to engage with member States on ensuring the development of an effective fundraising strategy.

G. Establishment of a general trust fund

39. In the workplan, the secretariat noted that the establishment of a general trust fund would be welcomed and undertook to draft a proposal on the possibility of establishing such a trust fund. The proposal was shared with member States in July 2013. The UNCTAD secretariat received the approval from the United Nations Controller for the operationalization of a general trust fund entitled "Trust fund for the support to the activities of UNCTAD" as of 1 September 2013.

40. The trust fund is ready to receive both earmarked and non-earmarked contributions that may be managed as sub-accounts or projects, in accordance with agreements with donors. The advantage of the general trust fund is that unlike a technical cooperation trust fund, contributions to the general trust fund can also support UNCTAD research and analysis, as well as the other two pillars of work, in line with the work programme. The flexible nature of the trust fund – while not detracting from a donor's prerogative to oversee

contributions – is an advantage in facilitating better responsiveness to needs and emerging issues. Development partners are invited to consider contributing to the trust fund to support the three pillars of UNCTAD work.

41. With regard to trust funds, the secretariat also took note at the sixtieth session of the Board, that some member States suggested that further consolidation of thematic trust funds should be pursued. To this end, the secretariat is pleased to report that in the last year, technical cooperation expenditures are increasingly from umbrella thematic trust funds, which has contributed to the further consolidation of thematic trust funds. For example, one umbrella trust fund consolidates four trust funds into a single fund. These umbrella trust funds have been established in the following areas of work: investment, information and communications technologies, trade facilitation, accession to the World Trade Organization, gender and support to civil society. The process of consolidation will continue in close consultation with member States and through consultations within the secretariat, according to each donor's instructions regarding the allocation and utilization of their voluntary contributions.

III. Building a stronger UNCTAD: Responsive, adaptable and impactful

42. The Secretary-General is committed to strengthening UNCTAD's role as the focal point in the United Nations system for the integrated treatment of trade and development and interrelated issues in the areas of finance, technology, investment and sustainable development. Since taking up office in September 2013, the Secretary-General's mission has been to work to ensure that the UNCTAD secretariat is efficient, effective, accountable, focused and delivers with impact, in particular at the national level. In this regard, in addition to ensuring full implementation of the workplan for enhancing the management and administration of UNCTAD, several initiatives will be launched that complement the workplan and contribute towards delivering better results. These include initiatives to strengthen the results focus of the organization, initiatives to promote better internal accountability and to re-energize the organization, as well as initiatives to strengthen the resonance of UNCTAD's work, as detailed below.

A. Mainstreaming a focus on results

43 The Secretary-General of UNCTAD is committed to enhancing the way in which the secretariat mainstreams results-based management into the organization's work, as a means of promoting more effective delivery against UNCTAD's mandates. For instance, a forthcoming measure involves increased efforts by the secretariat to proactively collect more qualitative feedback from readers about the quality and use of its publications, in particular the flagship reports, which can be used by managers. Nonetheless, in the process of implementing the results-based management framework, several constraints have been identified. For instance, the need for dedicated capacity to coordinate and provide advice on results-based management matters. Results-based management-related issues are currently dealt with by staff from various areas in addition to other day-to-day work. Furthermore, there is a need for an oversight structure that would allow for the necessary coordination and senior management support required for such an initiative.

44. To address these constraints, measures are being put in place to create an UNCTAD-wide oversight structure to lead the implementation of the results-based management framework. The secretariat is in the process of identifying the resources to provide dedicated capacity to support this structure and to define the modalities for the participation of substantive divisions. This dedicated governance structure will function under the guidance of the senior management team and will be tasked with defining specific

deliverables and targets to be pursued. The inclusive participation of substantive divisions is fundamental to ensure the mainstreaming of results-based management into daily decision-making. Training of relevant staff members is at the planning stage and is expected to take place in October 2014. Further progress on UNCTAD's efforts to mainstream results-based management into how it conducts its work will be reported in September 2014.

B. Strengthening internal accountability

45. In support of the various internal reform initiatives that the Secretary-General has launched, and will launch, compacts for the heads of all divisions and services will be introduced. The compacts will set specific management objectives for a given year, with measurable deliverables and clear timelines, and include targets in the areas of interdivisional and inter-agency cooperation, responsible management of financial resources, human resources management and special objectives related to timely submission of documents, internal communications and staff development. It is anticipated that the compacts will serve to promote a collaborative approach towards the initiatives introduced to strengthen the organization and allow clear monitoring of progress made against objectives. The compact initiative is being piloted and will be launched in 2015.

C. Towards a more effective and efficient publications programme

46. UNCTAD is recognized as a think tank on the subject of trade and development and has been playing a significant role in providing ahead-of-the-curve perspectives on development challenges and opportunities. However, its role and influence in this regard can be strengthened. While the quality and relevance of its research work is undoubted, there is a need to improve the outreach and impact of UNCTAD research and publications. In addition to ensuring that UNCTAD research and analysis work provides better support to intergovernmental decision-making bodies, the Secretary-General is keen to ensure that UNCTAD has a more prominent voice and influence on regional, subregional and country-level policy formulation. To this end, and also in light of recent developments concerning the treatment of publications by the Publications Board and the Department for General Assembly and Conference Management of the United Nations Secretariat, as noted in paragraph 23 of the present report, the Secretary-General is reviewing the UNCTAD research and analysis pillar, and its resultant publications, to enhance the effectiveness and efficiency of this pillar.

47. In this context, an evaluation will be undertaken by the Office of Internal Oversight Services. The objective of the evaluation will be to determine, systematically and objectively, UNCTAD's relevance, effectiveness and efficiency from 2010 to 2014, with an emphasis on the role of its research and analysis pillar (including publications) in contributing to overall programme performance. It is anticipated that the evaluation will examine whether UNCTAD has achieved results through the research and analysis pillar, and what they are, and will also seek to foster discussion on what UNCTAD might do to improve in the areas covered. The evaluation should be completed by the first quarter of 2015.

D. Delivering better results at the national and regional levels

48. In support of enhancing the resonance of UNCTAD's work at the national and regional levels, the Secretary-General will be appointing an interregional adviser to be based in Addis Ababa. The adviser will, among other responsibilities, provide high-level technical expertise and advisory services to African countries and regional organizations,

take a leading role in translating research and analysis outputs into policy options and concrete advice, and respond promptly to requests from member States for advice on urgent policy-related problems and current development issues of importance for developing countries.

49. Having a physical presence on the ground and in the region will contribute towards ensuring that UNCTAD's work is readily accessible to its constituents in Africa, as well as allow more effective dissemination of its policy messages from its research publications. Subject to the results of this initiative and the availability of resources, interregional advisers could also be appointed for other countries/regions in the future.

E. Fostering closer engagement with UNCTAD stakeholders

50. The UNCTAD Secretary-General has also taken the initiative in proactively engaging in informal, open and personal exchanges with key constituents such as civil society and the private sector. One example is the Geneva Dialogue series. It is intended to harness the collective expertise in Geneva to better appreciate mutual interests and to sharpen the policy dialogue. Discussants include member States, United Nations and international sister organizations, the private sector, academia and civil society. The Geneva Dialogues are an ongoing initiative of the Secretary-General. Three sessions have been held, the first on 29 November 2013, the second on 4 April 2014 and the third on 18 June 2014. Additional Dialogues are forthcoming.

F. Providing more opportunities for staff development

51. In his discussions with staff, the Secretary-General has heard that many would welcome opportunities to work in other parts of UNCTAD in order to further develop their skills. To this end, an initiative will be launched in 2015 that encourages and facilitates voluntary staff movements within their divisions. The Secretary-General believes that this allows each participating staff member to be exposed to new opportunities to learn and to apply skills, which will serve to rejuvenate the secretariat. This programme of intradivisional mobility will be at no additional cost and can be expanded, subject to positive results from the initiative.

IV. Conclusion

52. At the twenty-eighth special session of the Trade and Development Board of UNCTAD in June 2014, the Secretary-General noted that as the world had changed over the past 50 years, so had the organization, and stated that UNCTAD was "committed to maintaining this spirit of adaptability and responsiveness". The secretariat thus remains dedicated to continually enhancing the way it conducts its work and is confident that its actions are contributing towards a stronger, more impactful UNCTAD. The secretariat looks forward to the continuing support of member States in working together to enhance the effective delivery of the organization's mandate.